SECOPA 1983
Annual Conference
"The Futures of Public Administration — 1984 to 2000 A.D."

October 12-14, 1983
Florida State Conference Center
Tallahassee, Florida

ASPA
North Florida Chapter
WELCOME TO TALLAHASSEE!

This 15th Annual Meeting of the Southeastern Conference on Public Administration is hosted by The North Florida Chapter of ASPA and is brought to you through the combined efforts of various members, ASPA Chapters, the host North Florida Chapter of ASPA, and current and past ASPA officials who constitute the membership of SECOPA.

The 1983 meeting takes place in the shadow of the Capitol of Florida and represents the first SECOPA meeting held at a professional conference center.

SECOPA serves as a volunteer action arm for members of ASPA in the nine Southeastern states. SECOPA helps support the Public Administration Quarterly as well as the annual meeting. We hope you enjoy the 1983 Tallahassee meeting and look forward to seeing you in Memphis in 1984.

Jeff Duffey, Chairperson
SECOPA

SECOPA OFFICERS:

Jeff Duffey, Chairperson
University of Central Florida

Catherine Dowd, Vice Chairperson
University of Georgia

C. E. Teasley, III, Treasurer and Trustee
University of West Florida
## CONFERENCE AT A GLANCE

### Wednesday, October 12

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<tr>
<th>Time</th>
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<tr>
<td>8:00 a.m.</td>
<td>Registration</td>
<td>Lobby</td>
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<tr>
<td>10:00 a.m.</td>
<td>Chapter Officers Workshop</td>
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<td>1:30 p.m.</td>
<td>Panels</td>
<td>St. Johns</td>
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<td>1:30 p.m.</td>
<td>Exhibits Open</td>
<td>St. Johns</td>
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<td>3:00 p.m.</td>
<td>Coffee Break</td>
<td>St. Johns</td>
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<td>3:30 p.m.</td>
<td>Panels</td>
<td>State Capitol</td>
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<td>6:00 p.m.</td>
<td>Reception</td>
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### Thursday, October 13

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<tr>
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<tr>
<td>7:30 a.m.</td>
<td>SECOPA Business Meeting</td>
<td>Withlacoochee</td>
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<td>Coffee Break</td>
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<td>10:30 a.m.</td>
<td>Panels</td>
<td>Kissimmee</td>
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<td>12:00 noon</td>
<td>Luncheon</td>
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<td>1:30 p.m.</td>
<td>Panels</td>
<td>St. Johns</td>
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<td>3:00 p.m.</td>
<td>Coffee Break</td>
<td>Tallahassee</td>
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<tr>
<td>3:30 p.m.</td>
<td>Panels</td>
<td>Junior Museum</td>
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<td>5:30 p.m.</td>
<td>Reception</td>
<td>Tallahassee</td>
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<td>6:45 p.m.</td>
<td>Seafood Dinner</td>
<td>Kissimmee</td>
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### Friday, October 14

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<tr>
<td>8:00 a.m.</td>
<td>Coffee</td>
<td>St. Johns</td>
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<tr>
<td>8:00 a.m.</td>
<td>Headquarters Open</td>
<td>Lobby</td>
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<tr>
<td>8:00 a.m.</td>
<td>Exhibits Open</td>
<td>St. Johns</td>
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<tr>
<td>8:30 a.m.</td>
<td>Panels</td>
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<tr>
<td>10:00 a.m.</td>
<td>Brunch/General Session</td>
<td>Kissimmee</td>
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## SPECIAL EVENTS AND OTHER MATTERS

### Exhibits

Plan to visit our exhibit area in the St. Johns Room where computer and office automation products will be featured. The exhibition program is designed to complement the theme of this conference and ample time is set aside for you to tour the area. All coffee breaks will be located in the Exhibit Area.

### Reception at the Florida Capitol

The North Florida Chapter will host a reception from 6:00 to 7:30 p.m. at the Florida Capitol. The social will be held on the 22nd floor of the capitol building, which offers a beautiful view of Tallahassee. The Capitol is within easy walking distance of either the Conference Center or the Hilton.

### Reception and Seafood Dinner

On Thursday evening, everyone is invited to attend a reception at the Tallahassee Junior Museum. This event is sponsored by the National Young Professional Section and the Mississippi State ASPA Chapter. The seafood buffet is an optional function for which tickets are required. A limited number of tickets are still available at a cost of $12.50 each. Busses will depart from the Hilton and Conference Center beginning at 5:15 p.m. The last run to the Junior Museum will be at 5:45 p.m. Busses will begin to return to the Hilton at 6:30 p.m. for those not attending the seafood dinner. Dress is casual!

### Transportation to Conference Center

Shuttles will be running continuously during the convention. Busses will make runs from both the Hilton and the Osceola Residence Hall to the Conference Center beginning at 12 noon on Wednesday.

### Address by ASPA President

ASPA President Pat Florestano of the University of Maryland will address the conference during lunch on Thursday.
PROGRAM

Wednesday, October 12

8:00 a.m. - 5:00 p.m.
Registration/Conference Headquarters Open
Lobby

10:00 a.m. - 12:00 noon
Chapter Officers’ Workshop
Withlacoochee (110)

1:30 p.m. - 3:00 p.m.
Panel Discussions
1. “Privatization of U.S Space Program: How far is too far?”
Panel Convenor:
Art Levine
Department of Public Administration
Baruch College, CUNY

Participants:
Vivian Rivera, formerly
Budget Examiner for Commercial Satellite Programs
U.S. Office of Management and Budget
Stephen Klees
Evaluation Team Member/Rural Satellite Project
U.S. Agency for International Development
College of Education
Florida State University

Withlacoochee (110)

2. “Public Program Evaluation: A Practioner versus Academic Tool”
Panel Convenor:
Ron McLemore
Office of the Mayor
Biloxi, Mississippi

Participants:
George Guess
Department of Politics and Public Affairs
University of Miami
“Budgetary Theory and Political Training: The Case of Amtrak”
Hal G. Rainey and Mary Stutzman
Department of Public Administration
Florida State University
“The Meaning and Uses of Program Evaluation: Academic versus Practitioner Perspectives”

Withlacoochee (110)

1:30 p.m. - 3:00 p.m.
Panel Convenor:
Debra Ervin
Office of Evaluation
Florida Department of Health and Rehabilitative Services

Apalachicola (115)

Panel Convenor:
Q. Whitfield Ayres
Department of Government and International Studies
University of South Carolina

Participants:
Jonathan P. West
Department of Politics and Public Affairs
University of Miami
“Changing Techniques in Affirmative Action”
Sam Hines
Institute of Public Affairs and Policy Studies
College of Charleston
“The Courts and the Future of Affirmative Action”
Herbert Landord
Department of Human Affairs
State of South Carolina
“Popular Support for Affirmative Action”

Wakulla (107)

4. “Public Service Organization Relations with State Technical Assistance Agencies: Toward New Roles” (SCUPSO)
Panel Convenor:
Ralph Hambrick
Center for Public Affairs
Virginia Commonwealth University

Participants:
John Burke
Director of Administration
Florida Department of Community Affairs
Henry Dolive
Division of Metro Services
University of Cincinnati
Frank Gibson
Department of Public Service Administration
University of Central Florida
1:30 p.m. - 3:00 p.m.  
**Wakulla (107)**  
Robert Hutchison  
Vice President for Public Services and Continuing Education  
University of Tennessee  
Bill Matthews  
State Planner  
Alabama Department of Economic and Community Affairs  
Jon Pierce  
Governmental Service Institute  
Northern Kentucky University

5. **“Fiscal Limitation Initiatives in State and Local Government”**  
**Panel Convenor:**  
John Thomas, Executive Director  
State Association of County Commissioners of Florida  

**Participants:**  
Henry Cain  
House Committee on Finance and Tax  
The Florida Legislature  
Tom Pelligrino  
Budget Director  
Leon County, Florida  
Mike Dye  
Post, Buckley, Schuh and Jernigan, Inc.  
Tallahassee

3:30 p.m. - 5:00 p.m.  
**Chipola (108)**

1:30 p.m. - 5:00 p.m.  
**Exhibits Open**  
**St. Johns (123)**

3:00 p.m. - 3:30 p.m.  
**Refreshment Break**  
Coffee and tea will be served in the Exhibit Room.  
**St. Johns (123)**

3:30 p.m. - 5:00 p.m.  
**Panel Discussions**  
1. **“Future Changes in Labor Relations”**  
**Panel Convenor:**  
C. E. Teasley, III  
Center for State and Local Government  
University of West Florida

2. **“The Future of Coastal Management”**  
**Panel Convenor:**  
James Bowman  
Department of Public Administration  
Florida State University  

**Participants:**  
James Murley, formerly  
U.S. Office of Ocean and Coastal Resource Management  
"A National Perspective on Coastal Zone Management"  
Joel Lindsey  
Louisiana Coastal Resources Program  
"Funding and Regulatory Responsibility"  
Martin Belsky  
Holland Law Center  
University of Florida  
"State and Local Decision Making"  
David Worley  
Office of Coastal Management  
State of Florida  
"Florida Coastal Management"  
Donna Christie  
School of Law  
Florida State University  
"Federal Consistency Provision of the Coastal Zone Management Act"
3:30 p.m. - 5:00 p.m.  
Wakulla (107)  

3. "Networking Strategies for Young Professionals"  
A round table discussion of personal experiences and relevant research to assist young professionals to develop networks of personal contacts for career placement and development.  
Panel Convenor:  
Laurel Johnston  
Office of the Auditor General  
State of Florida  

Participants:  
Michele Fowlkes  
Center City Commission  
City of Memphis, Tennessee  
Rick Masson  
City of Memphis, Tennessee  
Charles Hungerford  
Department of Public Administration  
Florida State University  

4. "Financing Growth in Local Governments"  
Panel Convenor:  
John Thomas  
Executive Director  
State Association of County Commissioners of Florida  

Participants:  
James Parrish  
Leon County Administrator  
State of Florida  
Robert Nabors  
Nabors, Potter, McClelland, Griffith and Jones, P.A.  
Tallahassee  
Ken van Assenderp  
Young, van Assenderp, Varnadoe and Benton, P.A.  
Tallahassee  

6:00 p.m. - 7:30 p.m.  
State Capitol/22nd Floor  

Reception  
The North Florida Chapter of ASPA invites you to join them for fine food and drink and a chance to meet your fellow conference on the Observation level of the State Capitol.

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Thursday, October 13

7:30 a.m. - 8:30 a.m.  
Withlachoochee (110)  
SECOPA Business Meeting

8:00 a.m. - 5:00 p.m.  
Lobby  
Registration/Conference Headquarters Open

9:00 a.m. - 5:00 p.m.  
St. Johns (123)  
Exhibits Open

8:30 a.m. - 10:00 a.m.  
Chipola (108)  
Panel Discussions

1. "The Coming Electronic Revolution in Public Administration"  
Panel Convenor:  
Thomas Foss  
Center for Public Management  
Florida State University  

Participants:  
Miriam K. Mills  
New Jersey Institute of Technology  
"Managing the Dispersed Organization Impact of Teleconferencing on Managers"  
Walter W. Wager  
College of Education  
Florida State University  
"Applications of Electronic Technology to Training and Development"  
Thomas C. Foss  
Center for Public Management  
Florida State University  
"Executive Work Stations for Managers"  

Apalachicola (115)  

2. "Future Trends in Public Sector Management Techniques"  
Panel Convenor:  
Michelle Fowlkes  
Center City Commission  
City of Memphis, Tennessee  

Participants:  
Ann Homer Cook  
Office of Federal/State Programs  
State of Mississippi  
"Results Management for Productive Government"
8:30 a.m. - 10:00 a.m.  
**Apalachicola (115)**  
Ken Mitchell  
Department of Political Science  
Mississippi State University  
"Contending Forces Affecting Organizational Behavior: Managerial Control versus Individual Spontaneity"

Marcia Wicker  
Department of Political Science  
University of South Carolina  
"Tools for Cutback Budgeting"

Sena Black  
Institute of Information Technology Management and Policy  
University of South Carolina  

Discussant:  
Harvey Faust  
Department of Parks and Recreation  
City of Biloxi, Mississippi

Wakulla (107)

3. "Administrative Strategies for Delivering Human Services in the 1980's"

Panel Convenor:  
H.F. "Pat" Coyle, Jr.  
School of Social Work/Nashville Branch  
University of Tennessee

Participants:  
Barbara J. Brooks  
Department of Human Resources  
City of Jacksonville, Florida  
"Human Service from a Local Government Perspective"

Linda Ferris Kurtz  
Department of Social Work  
University of Georgia  
"The Local Agency: Survival in the 1980's"

William J. "Pete" Page, Jr.  
Department of Public Administration and School of Social Work  
Florida State University  
"State Strategies for Human Services in the 1980's"

Withlacoochee (110)

4. "University-Industry Research Associations: Is there a Role for State and Local Governments?"

Panel Convenor:  
Donald C. Menzel  
Department of Political Science  
University of South Florida

8:30 a.m. - 10:00 a.m.  
**Withlacoochee (110)**

Participants:  
J. D. Eveland and William Hetzner  
National Science Foundation  
"High Technology and Regional Economic Development"

Dennis Gray, Vivian Lord and Terri Gidley  
North Carolina State University  
"University-Industry Research Centers: Lessons for Local Applications"

Ralph D. Gunter  
Central Florida Research Park  
University of Central Florida  
"Perspectives on University Related Research Parks"

Discussants:  
J. David Roessner  
Technology and Science Policy Program  
Georgia Institute of Technology

10:00 a.m. - 10:30 a.m.  
**St. Johns (123)**

Refreshment Break  
Coffee and juice will be served in Exhibit Room.

10:30 a.m. - 12:00 noon  
**Withlacoochee (110)**

Panel Discussions  
1. "Strategic Planning - A Round Table"

Panel Convenor:  
Thomas H. Roback  
Department of Political Science  
University of Mississippi

Participants:  
H. D. Shields  
21st Century Project Director  
Naval Surface Weapons Center  
Dahlgren, Virginia and White Oaks, Maryland

James Cofer  
Director of Budgeting and Accounting  
State of Mississippi  

Ann Cook  
Federal-State Programs Coordinator  
Office of the Governor  
State of Mississippi
2. "The Merit System and Its Future"

Panel Convenor:
Robert Elliott
Department of Government
Auburn University at Montgomery

Participants:
Johnathon West
University of Miami
"The Future of the Merit System: A Local Government Perspective"
Ellie Goodwin
Staffing Services Division
U.S. Office of Personnel Management/Atlanta Region
"The Future of the Merit System: A Federal Perspective"
Robert Elliott
Department of Government
Auburn University at Montgomery
"The Future of the Merit System: A State Level Perspective"

3. "The Human Side of Cutback Management"

The social services have borne the brunt of budget cuts in recent years. This round table discussion will look at impacts and ways to alleviate some of the adverse consequences of cutbacks upon recipients and those who deliver the services.

Panel Convenor:
Donald Jones
District One Mental Health Board
Pensacola, Florida

4. "Futures in Court Administration: A Round Table Discussion"

Panel Convenor:
John Winkle
Department of Political Science
University of Mississippi

Participants:
Henry Glick
Department of Political Science
Florida State University
Roger Handberg
Dean of the Graduate School
University of Central Florida

5. "Career Ladders and Career Planning"

Panel Convenor:
Laurel Johnston
Office of the Auditor General
State of Florida

Participants:
Dorothy Domkowski
Curriculum-Career Information Services
Florida State University
Edmund Fulker
President of the Graduate School
U.S. Department of Agriculture
William (Billy) Giles
Department of Political Science
Mississippi State University

Discussant:
Randy Nutter
Young Professionals Forum
Florida International University

Luncheon
Remarks by ASPA President Patricia Florestano
Keynote Address: Fredrick Thayer

Panel Discussions

I. "Developing Legal Elements of the Administrative Environment"

Panel Convenor:
W. Bartley Hildreth
Graduate School of Management
Kent State University

Participants:
Steven Dillingham and H. E. Barrineau
College of Criminal Justice
University of South Carolina
"Civil Liability Litigation and Its Impact on the Administrative Legal Environment"
Roger P. Hildreth
College of Commerce and Business Administration
University of Alabama
"Managerial Liability in the Third Sector: Guidance for Public Administration?"
1:30 p.m. - 3:00 p.m.  
**Chipola (108)**

Mark A. Zaffarano  
Court Administrator/Circuit Court of Fairfax County  
Fairfax, Virginia  
"Judicialization: Its Impact on Governance"  
W. Bartley Hildreth  
Department of Finance and Public Administration  
Graduate School of Management  
Kent State University  
"State Fiscal Emergency Laws and Municipal Fiscal Administration: Bane or Remedy?"

2. "The Future of Health Care Administration"  
**Panel Convenor:**  
Ronald John Hy  
Department of Political Science  
Washburn University  
Topeka, Kansas  
**Participants:**  
Warren Tardy  
Hospital Corporation of America  
Nashville, Tennessee  
Robert Freeman  
Department of Health Care Administration  
University of Mississippi

**Apalachicola (115)**

**Panel Convenor:**  
Joseph Whorton  
Institute of Government  
University of Georgia  
**Participants:**  
Robert McArthur  
Department of Political Science  
University of Mississippi  
Steve Garman  
City Manager  
Pensacola, Florida  
Jerry Singer  
Institute of Government  
University of Georgia

4. "Implementation of Statewide Automated Budgeting Systems"  
**Panel Convenor:**  
Edwin A. Levine  
Joint Legislative Committee on Information Technology Resources  
State of Florida  
**Participants:**  
William H. Hunter  
Governor's Office of Planning and Budgeting  
State of Florida  
"The Design and Development of Florida's Automated Planning and Budgeting System"  
B. Jack Osterholt  
Governor's Office of Planning and Budgeting  
State of Florida  
"The Use of Foresight in Public Decision Making"  
Tom Davies  
Economic and Demographic Forecasting Division  
The Florida Legislature  
"Issues in Designing the Next Generation of State Financial Planning and Budgeting Systems"  
**Discussant:**  
Art Risher  
School of Business  
Florida State University

**Refreshment Break**  
Coffee and tea will be served in the Exhibit Room.

**Panel Discussions**

1. "Administrative Discretion: Problems and Opportunities for Administrative Decision-Makers"  
**Panel Convenor:**  
Blease Graham, Jr.  
Department of Government and International Studies  
University of South Carolina
3:30 p.m. - 5:00 p.m.
Chipola (108)

Participants:
Ronald G. Marquardt and Edward M. Wheat
Department of Political Science
University of Southern Mississippi
"Administrative Law Judges and Administrative Decision Making: The Hidden Allocators, Round II"
Paula Phillips Burger
North Carolina Department of Natural Resources and Community Development
"Administrators or Judges? Perceptions of Administrative Law Judge Roles"
Wendell S. Broadwell
Political Science Department
Appalachian State University
"Limiting Discretion: Agency Influences in Administrative Law Judge Decisions"
Blease Graham, Jr. and Steven W. Hays
Department of Government and International Studies
University of South Carolina
"Citizen Participation: Problems and Opportunities for Administrative Law Judges"
Loran B. Smith
Department of History and Political Science
Washburn University of Topeka
"State Attorney's General and Discretionary Approval of Administrative Regulations"

Discussant:
Chris H. Bentley
Division of Administrative Hearings
State of Florida

2. "Private, Non-Profit Organizations in Human Services: New Challenges for Public Administration"
Panel Convenor:
Robert Whelan
School of Urban and Regional Studies
University of New Orleans

3:30 p.m. - 5:00 p.m.
Apalache (115)

Participants:
Lon Larson
Blue Cross and Blue Shield of Mississippi
"Business Aspects of Private, Non-Profit Organizations"
David Swain
Edward Waters College
"Federal Aid to Private, Non-Profit Organizations"
Ruth De Hoog
Department of Political Science
University of Florida
"Problems in Contracting Out for Human Services"
Randall Muller
City of Memphis, Tennessee
"Alternative Service Delivery"

Discussant:
Jane E. Decker
University of North Florida
Glenn Abney
Department of Political Science
Georgia State University

3. "Revenue Forecasting and Futuristic Predictions: Where Is Nostrodamus?"
Panel Convenor:
James Zingale
Division of Economic and Demographic Research
The Florida Legislature

Participants:
James Francis
House Finance and Tax Committee
The Florida Legislature
"Taxing Corporate Profits of Multinational Corporations"
William James
Division of Economic and Demographic Research
The Florida Legislature
"Revenue Forecasting in Support of Policy Decisions for Bonds and Capital Outlay"
Mike Arata
Impact Forecast Associates
Clearwater, Florida
"Problems in Estimating Impact Fees"
Friday, October 14

8:00 a.m. - 1:00 p.m.  Conference Headquarters Open
Lobby

8:00 a.m. - 10:00 a.m.  Exhibits Open
St. Johns (123)

8:00 a.m. - 8:30 a.m.  Eye Opener
St. Johns (123)
Coffee and juice will be served in the Exhibit Room.

Panel Discussions
Panel Convenor:
Aman Kahn
Department of Public Administration
Florida International University

Participants:
Thomas and Sherry Lynch
Florida International University/Broward County Management and Budget Office
“Practical Tools for Budget Examination”
Blue Wooldridge
Institute of Public Service
University of Connecticut
“Information Content of Virginia’s Local Budgets: Implications for Future Budgeting”
Thomas Lauth
Department of Political Science
University of Georgia
“The Future of State Budgeting”

Discussant:
John Canada
Broward County Management and Budget Office

2. “Performance Appraisal: Management and Employee Perspectives”
Panel Convenor:
James C. Harvey
Public Policy and Administration Program
Jackson State University

3:30 p.m. - 5:00 p.m.  4. “Double Taxation in Local Governments”
Santa Fe (116)
Panel Convenor:
Larry Walker
Center for State and Local Government
University of West Florida

Participants:
Elton C. Smith and James A. Wilson
Office of Public Service and Research
Auburn University
“Double Taxation in Alabama: Issues and Analysis”
Steven H. Haeberle
Department of Political Science and Urban Affairs
University of Alabama at Birmingham
“Sources of Double Taxation in South Carolina Local Government”
Gregory Wood and Carol Strickland
Department of Political Science
University of West Florida
“Double Taxation: A Multi-State Survey”

5:30 p.m. - 6:30 p.m.
Tallahassee Jr. Museum
Reception
A reception hosted by the National Young Professionals Section and the Mississippi State ASPA Chapter, your host for the 1984 SECOPA Conference. Busses will depart from the Hilton and Conference Center beginning at 5:15 p.m. The first run to the Junior Museum will be at 5:45 p.m. Busses will return to the Hilton beginning at 6:30 p.m. for those not attending the seafood dinner. Dress is casual!

6:45 p.m. - 8:30 p.m.  Seafood Dinner
Tallahassee Jr. Museum

Chipola (108)
8:30 a.m. - 10:00 a.m.

**Wakulla (107)**

**Participants:**
- Henrene Matthews
- Equal Employment Opportunity Commission
- Jackson, Mississippi
- Betsy Semko
- Assistant Professor of Management
- Jackson State University
- James D. Slack
- Department of Political Science
- East Texas State University
- William Melville
- Department of Political Science
- Memphis State University

**Panel Convenor:**
- Earle Kay
  - Department of Public Administration
  - Florida State University

**Sante Fe (116)**

3. **"Future Alternatives for Criminal Justice Management Systems"**

**Panel Convenor:**
- Eugene H. Czajkowski
  - School of Criminology
  - Florida State University

**Participants:**
- Robert W. Taylor
  - Department of Criminal Justice and the International Center for the Study of Violence
  - University of South Florida
  - "Integrated Management Decision Making: A Futuristic Model for Police Policy Analysis"

- Joseph W. Koletar
  - FBI Headquarters
  - U.S. Department of Justice
  - "Japanese Management: A Future Role in Law Enforcement?"

- Reid Montgomery, Steve Dillingham and James Fraser
  - College of Criminal Justice
  - University of South Carolina
  - "What are the Cops Doing? An Analysis of Activities Reported by South Carolina Police Officers."

**Discussant:**
- Jim Munro
  - Department of Political Science
  - University of West Florida

10:00 a.m. - 12:00 noon

**Kissimme (121)**

4. **"Future of MPA Programs in the South"**

An invitation was sent to the directors of all MPA programs in the Southeast to come and share reflections about the rapidly changing world of public administration and what MPA programs should be doing to keep up with the times. A special invitation is extended to all students who would like to participate. (Round table session.)

**Panel Convenor:**
- Earle Kay
  - Department of Public Administration
  - Florida State University

5. **"Future Directions for University Public Service" (SCUPSO)**

A round table discussion on the future of public service organizations in universities. The group will identify the major problems and opportunities facing PSO's during the coming decades.

**Panel Convenor:**
- William Moeller
  - Center for Public Management
  - Florida State University

**Brunch/General Session**
FROM THE CONFERENCE COORDINATOR

We are very pleased to have the opportunity to host the 1983 Conference and hope that our plans result in a productive and enjoyable stay in Florida's Capital City for each of you.

I would like to thank the many dedicated ASPA members whose efforts have brought you this meeting. A Conference is an incredible combination of skills and details which could not happen without the commitment of our many talented people.

Enjoy your stay in Tallahassee. Feel free to contact us if we may be of assistance during your visit.

Sincerely,
Kurt Spitzer
President, North Florida Chapter

HOST CHAPTER OFFICIALS:

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<thead>
<tr>
<th>Position</th>
<th>Name</th>
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<tr>
<td>Vice President</td>
<td>David Durenberger</td>
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<td>Secretary</td>
<td>Oliver Jones, Jr.</td>
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<td>Treasurer</td>
<td>Hal Rainey</td>
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<td>Council</td>
<td>Nan Bartek</td>
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<td>Bill Moeller</td>
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<td>Randy Sundquist</td>
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Vice President for Academic Affairs, Florida State University

Kurt A. Spitzer, General Conference Chair
Legislative Coordinator, State Association of County Commissioners of Florida

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Young Professionals: Laurel Johnston, Office of the Auditor General, State of Florida

University Service to Government (SCUPSO): Keith Ward, Southern Consortium of University Public Service Organizations, Auburn University